

## Project Execution & Control – **Process No. 1017**

### Scope

This process covers how to update and distribute information about scope, schedule, cost, risks, and quality of a project. Reports provide the type of information and the level of detail required by various stakeholders, as documented in the Communications Plan in the PMP.

**As written, this process is geared more to P2 data updating, versus holistic project execution. Response: Reworded. See master document.**

### Policy

ER 5-1-11 [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

### Responsibility

The Project Manager is responsible for ensuring that the Project Delivery Team (PDT) updates the project as required and progresses project activities on a periodic **Response: Reworded. See master document.** basis.

PDT members will update and progress the activities they are responsible for in the PMP and scheduled in P3e.

**Note – if this means each PDT member performs these updates themselves, training and licensing costs would be astronomical!!!! Response: Noted.**

### Distribution

Project Delivery Team (PDT)\*

Project Manager (PM)\*

### Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

### System References

Acronyms and Glossary [REF1001]

Activity/Project Closeout [PROC1019]

Change Management [PROC1004]

Command Management Review [REF1017]

Communications Plan [REF1022]

PMP Approval [PROC1018]

PMP Development [PROC1012]

PMP/PgMP Content [REF1018]

Receipt of Funds [PROC1001]

Resident Management System (RMS) Home Page [<http://www.hq.usace.army.mil/cemp/c/rms2.htm>]

### Activity Preface

This process is **intended to be Response: rReworded. See master document.** performed after PMP Approval [PROC1018]. While ideally, this should always be the case, reality is that project execution will often begin prior to PMP approval. The PMP will, however, be substantially complete prior to project execution.

Before execution can begin, adequate funds for execution must be available. **(Note – funds are needed prior to execution for PMP development.) Response: Reworded. (see revised PMP Development)** If adequate funds are not available, the first step will be to request funds. Once funds are received, they will be made available for use by executing Receipt of Funds [PROC1001].

The Project Manager will request the PDT to progress activities, as outlined in Communications Plan [REF1022]. The PDT will update and progress their respective activities in P3e as needed. Projects under construction will be

updated and progressed via RMS (see *RMS HomePage* [<http://www.hq.usace.army.mil/cemp/c/rms2.htm>] for more info on this system). **(Note – concern whether data can be downloaded from RMS.) Response: Noted.** Upon completion of updating and progressing, the PDT will notify the PM that updates are complete, as outlined in *Communications Plan*[REF1022]. The PM will **ensure****Response: Accepted.** the project **is scheduled****Response: Accepted.** in P3e (the step in P3e of incorporating updates and reflecting current conditions). **The PM will conduct PDT meetings, as necessary to execute the project, not just to update data reports.** *Communications Plan*[REF1022]. **Response: Rejected. Reworded. See master document.** The PM will generate necessary reports, and compare the latest update with the previous update and baseline. Based on that comparison, the PM will determine the need for a PDT meeting. If a meeting is necessary, the PM will get all necessary team members (not all team members may be needed at every meeting) together in the most appropriate forum available (face-to-face, teleconference, VTC, NetMeeting, etc.) Whether or not a meeting is called, the PDT will evaluate whether changes to the PMP are required and compare project status to established thresholds. If there are changes, they will be addressed by executing *Change Management*[PROC1004]. At the completion of any activity in P3e, execute *Activity/Project Closeout*[PROC1019]. Repeat all the steps in the process until ALL activities are complete.

## Project Manager (PM)

1. Verify that adequate funds are available to begin/continue execution, and progress project.  
**If adequate funds are available, goto task #4. Otherwise, goto task #2 (believe flow chart is in error, go to task 4 versus 3) Response: Reworded. See master document.**
2. Request funds.
3. Determine if additional funds have been received.  
**If adequate funds have been received, stop and complete *Receipt of Funds*[PROC1001]. Otherwise, goto task #4.**
4. Request PDT progress project activities, in accordance with *Communications Plan*[REF1022].

## Project Delivery Team (PDT)

5. Review project activities to determine the need for progressing and updating schedule or funding.  
**If updating and progressing is required, goto task #6. Otherwise, goto task #7.**
6. **Ensures Response: Rejected.** project activities in P3e **are updated, Response: Rejected.** including any known issues.  
If issues are added to the activities, an e-mail notification can be sent to the appropriate party if required via P3e.  
A project under construction is updated and progressed via RMS (see *RMS Home Page*[<http://www.hq.usace.army.mil/cemp/c/rms2.htm>] for more info on this system).  
**S&A requirements are developed based on project specific requirements, and addressed along with other resource planning activities under PMBP Process 1003. Response: Accepted.**
7. Notify Project Manager in accordance with *Communications Plan*[REF1022] that funding and activities have been reviewed.

## Project Manager (PM)

8. Schedule the project in P3e.
9. Generate reports and compare updated project to previous update and baseline.  
Activity Issues Log, Earned Value report, Line Item review report, CMR report, etc.
10. Determine if PDT meeting is necessary.  
**If a PDT meeting is required, goto task #11. Otherwise, goto task #13.**
11. Initiate PDT meeting with necessary attendees.  
All forms of meeting availability can be utilized including Net Meeting, Video Teleconference, etc.

## Project Delivery Team (PDT)

12. Discuss impacts of changes to the project management plan in meeting.  
Review performance reports in P2 and thresholds in P3e and compare the performance report actuals against scheduled performance for project activities.  
Review subordinate plans in PMP, including change management, safety, communications, quality, etc.

13. Determines if changes need to be made.

**If changes need to be made, stop and complete Change Management/PROC1004. Otherwise, goto task #14.**

14. Continue to execute the PMP.

**If any activity complete, End of activity; goto Activity/Project Closeout Process/PROC1019. Otherwise, goto task #1.**

**End of activity.**

